

UNITED STATES OF AMERICA  
POSTAL REGULATORY COMMISSION  
WASHINGTON, DC 20268-0001

Annual Compliance Review, 2022

Docket No. ACR2022

CHAIRMAN'S INFORMATION REQUEST NO. 14

(Issued February 24, 2023)

To clarify the Postal Service's FY 2022 Annual Performance Report (*FY 2022 Report*) and FY 2023 Annual Performance Plan (*FY 2023 Plan*),<sup>1</sup> the Postal Service is requested to provide written responses to the following requests. Answers should be provided to individual requests as soon as they are developed, but no later than March 3, 2023.

**Customer Experience**

1. In Docket No. ACR2021, the Postal Service provided information concerning its efforts via social media to help meet the Excellent Customer Experience (CX) performance goal.<sup>2</sup> A recent USPS News Link article describes how the Postal Service uses a social media heat map to measure CX by geographically displaying comments left on the Postal Service's official Facebook and Twitter

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<sup>1</sup> The *FY 2022 Report* and *FY 2023 Plan* are included in the Postal Service's FY 2022 *Annual Report to Congress*, which the Postal Service filed with the FY 2022 *Annual Compliance Report*. See Library Reference USPS-FY22-17, December 29, 2022, folder "USPS-FY22-17," folder "FY22.17.Annual.Report," PDF file "FY2022 Annual Report to Congress.pdf" (*FY 2022 Annual Report*).

<sup>2</sup> See Docket No. ACR2021, Responses of the United States Postal Service to Questions 1-6 of Chairman's Information Request No. 26, April 1, 2022, question 4; Docket No. ACR2021, Revised Responses of the United States Postal Service to Questions 2 and 3 of Chairman's Information Request No. 26 – Errata, April 25, 2022, questions 2-3; Docket No. ACR2021, Responses of the United States Postal Service to Questions 1-11 of Chairman's Information Request No. 29, April 25, 2022, questions 3-10.

accounts and from online review sites.<sup>3</sup> Please provide a link to the social media heat map or an image of the heat map showing how it geographically displays comments left on the Postal Service's official Facebook and Twitter accounts and from online review sites.

2. The article states that “[f]ield managers can use the data as a customer service performance indicator to identify patterns and make operational improvements.” USPS News Link. Please explain how the Postal Service used data from the social media heat map to identify patterns and make operational improvements to improve CX in FY 2022.
3. The USPS News Link article states that “[m]ap information can be categorized by customer concern, and those with map access can view results by area, district and ZIP Code.” *Id.*
  - a. Please identify the geographic area(s) covered by the social media heat map.
  - b. Please identify each category of customer concern that can be viewed on the social media heat map.
4. The USPS News Link article states that the heat map helped the former South Florida District target service trouble spots between FY 2019 and FY 2020, which resulted in a 31 percent reduction in “Where is my package?” complaints, a 51 percent reduction in Certified Mail exceptions, and an 85 percent drop in “Where is my package?” concerns. *Id.* Please explain how the heat map helped the former South Florida District target service trouble spots to reduce Certified Mail exceptions and “Where is my package?” complaints and concerns.

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<sup>3</sup> USPS News Link, “Social media used to gauge customer service” (November 2022), available at <https://link.usps.com/2022/10/27/temperature-check/> (USPS News Link).

5. The USPS News Link article states that another advantage of the heat map is “real-time feedback for employees.”
  - a. Please provide examples of real-time feedback customers have left for employees.
  - b. Please explain how the Postal Service shared this feedback with employees and applied this feedback to help employees improve their customer service.<sup>4</sup>
6. A case study conducted by the Social Intelligence Lab described some results generated by the social media heat map, such as a 54 percent decrease in customer concerns in regions using the heat map. See Social Intelligence Lab Case Study.
  - a. Please provide results or other data generated by the social media heat map in FY 2022.
  - b. Please describe the lessons learned about CX based on the results or data generated by the social media heat map in FY 2022.
  - c. Please explain how the Postal Service will apply the lessons learned, identified in response to question 6.b., above, to improve CX in FY 2023 and future years.
7. Please describe any plans to develop, expand, or change the social media heat map in FY 2023. In the response, please explain how the development, expansion, or change will improve the Postal Service’s measurement of CX in FY 2023 and future years.

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<sup>4</sup> A case study conducted by the Social Intelligence Lab states that insights gained from the heat map “were fed back directly to the postal carrier, in short, in-person conversations or weekly emails.” The Social Intelligence Lab, “How USPS used review data to improve customer service and reduce costs” (accessed Feb. 23, 2023), available at <https://thesilab.com/how-usps-used-review-data/> (Social Intelligence Lab Case Study).

8. The Social Intelligence Lab Case Study states that the heat map generated “evidence that links low-scoring customer service regions with lower employee engagement, and vice versa.” *Id.* Please describe this evidence and explain how the Postal Service will use insights gained from this evidence to help achieve the CX and Safe Workplace and Engaged Workforce performance goals in FY 2023 and future years.

By the Chairman.

Michael Kubayanda